

DAVID CUMMING

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PERSONAL DETAILS

28th May 1966, British, married (to Thai), 1 child

Performance-driven professional with comprehensive experience in providing clients with the highest degree of hospitality and customer service, by ensuring the facilities meet and exceed expectations. Highly skilled in all aspects of the hospitality industry including operations, commercial, pre-opening and strategic planning. Respected leader, possessing outstanding work ethic and integrity, strong mentoring and human capital development skills, dedicated to delivering results to company and owners

Proven expertise in:

- Profitability maximisation
- Leadership
- Business and strategic planning
- Revenue optimisation
- Sales, revenue, marketing & social media
- Pre-opening, development & technical service
- Operations management & CSR
- MICE & Outside Catering
- Owner's relations
- Human capital / customer satisfaction
- Quality assurance and consistency
- Cluster Management

PREVIOUS EMPLOYMENT

Miracle Group | Thailand | Mar '21 – Sept '21 (fixed contract)

Position: **Project Consultant to Owner**

Responsibilities: Consultant to the owner for 6 months: Renovation of Miracle Convention Hotel & the opening of the new Asawin Hotel and Convention Centre.

PREVIOUS EMPLOYMENT

ONYX Hospitality Group | Thailand | Jan '14 – March 21

Position: **General Manager Amari Watergate Bangkok & Area General Manager 9-12 properties, Bangkok, Laos and Malaysia**

Responsibilities: Overseeing the operation of Amari Watergate Bangkok, 569 rooms, 28 meeting rooms, 3000 sqm. event space and major Food and Beverage destination, plus 12 Cluster hotels (4 Brands; Shama, serviced apartments / Amari, 5-star full service / OZO, limited service / Oriental residence, luxury)

Amari Watergate:

Achievements:

- Revenue of THB 950m, year on year growth 6-10%
- Opening of Amaya, new street food concept restaurant, revenue THB 250m, increase THB 100m
- Increased GOP in 2015 over 40% and maintained each year (from 36%)
- Topline strategy, room type & business mix optimization, ADR growth avg. +7% YOY. Occupancy maintained 86-89% year-round.
- Amari Watergate from 5 out of 6 to 3 out of 6 in comp set RGI ranking
- Guest Satisfaction levels maintained at 90%, above group 86% average
- Balanced scorecard result achieved each year, 75% plus, each year except COVID 2020 (Finance, audits, guest & team member satisfaction, loyalty)
- Partial room renovation 2016 (Watergate) 300m THB/ 1.2 billion in 2019/20 on M&E, conference, F&B and back of house

- Re-modeling to have leaner operations; cluster positions, leasing, new products, outsourcing & job combination in various areas
- Feasibility studies on laundries, hospital caterings, mall outlets
- Team development & mentoring, focus on planning & people progression
- Owner's relations/ monthly performance meetings / investment plans
- CSR strategy/ projects i.e., Adopt a school, plastic reduction, environment

Area General Manager

- Hotels achieving KPI / balanced scorecard results – over 90% success rate of hotels of hotels making goal of 80% plus
- Commercial strategies to drive topline and RGI improvements, all hotels improved at least one RGI ranking position
- Ensuring business mix optimisation in each property to drive ADR growth
- Re-structure of manning through job combination to reduce payroll expense by 3-5% in each property
- Driving customer satisfaction through working with the teams to increase scores in all properties year on year. All made KPI score.
- Employee satisfaction through improvements in facilities, tools etc. and team member development to produce talent pipeline: hire within
- Sales & Marketing/ PR and Social media plans for all properties, increasing all aspects of social media measurements
- Pre-opening for 4 hotels and takeover of 2 properties in 2020 / 6 in 2018/19
- New opportunities - secured Shama take-over (429 rooms)/ Ascott previous
- 3rd party hotels owners' relations / asset management and capital plans
- Development and mentoring programs for future talent
- Strategic 5-year plans for each property
- Brand / Health & Safety / Engineering and FLS audits
- Owner's relations: satisfaction in results, asset planning, development plans
- Monthly General manager reviews/ performance calls
- CSR – delivering tangible results, in the local community & to our people

ONYX Hospitality Group | Thailand | Jan '13 – July '14

Position:	Vice President Pre-Opening, South East Asia, Middle East and China
Responsibilities:	Overseeing Pre-Opening Operations for the Company, all brands: <ul style="list-style-type: none"> - All pre-opening activities; critical paths, technical service liaison, owners' relations, budgets, hiring, taskforce, developing standards and purchases
Achievements:	<ul style="list-style-type: none"> - Working on a development pipeline of 27 hotels / opened 11 - Liaison and input with Technical Services on all projects - Working with Project management companies and all consultants - Procurement advice and working with outsource vendors - Owner's presentations – development pitch, budgets, OSE master lists etc. - Developing processes for pre-opening e.g., budgets, critical paths etc. - Developed a pre-opening team and taskforce support system - Establishing the ramp up – revenue, sales, ecommerce, manning, etc. - Worked with the General Managers on all aspects of pre-opening to opening - OSE master lists and purchases when no procurement company - Project assessments and sourcing of new developments for the company

AMARI PATTAYA | THAILAND | Jan '09 – Jan '13

Position: General Manager

Responsibilities: Daily operation of a busy 523 room resort and corporate five-star hotel (2 buildings, 2 pools and extensive gardens)

- 8 outlets including 250 seat fine dining Mantra, ADD, Fun pub and busy pool operation / Conference and Banqueting / Event Garden/ Outside Catering
- 540 team members

Achievements:

- Increased the revenue in 4 years: from THB 549m to THB 788m
- GOP increase: THB 139m to 306m in 4 years (no increase in rooms)
- Occupancy year round from 48% in 2009 to 90% in 2012 onwards
- Hotel of the Year in Onyx Group in 2011 and 2012
- Onyx CSR award in 2011 and 2012
- Developed the Mantra Fine Dining restaurant T/O USD 400m, created both new Pub concept and Garden event space
- Implemented Ideas revenue management system
- Achieved GRI changes to be leader in comp set from 5 out of 6 to 2 out of 6
- Hotel became an integral part of local community – the place for leisure, corporate and social events
- Developed all Geo sources of the leisure and Mice industry to drive year-round business – UK, Europe, Australia, New Zealand, Hong Kong, Korea and Asian Mice
- Implemented fully fledged animation program and built kids club and concept (club/ welcome/ kid's buffet/ activities/ merchandise)

ADDITIONAL EXPERIENCE:

Amari Watergate Bangkok, Resident Manager & EAM Food and Beverage
Imperial Hotels, Resident Manager, Pre-opening Siem Reap / Imperial Queen's Park Bangkok

Inter-Continental Muscat, Oman, Director of Food and Beverage
Crowne Plaza Abu Dhabi, UAE, EAM in charge Food and Beverage (MEA IHG hotel of the year 1999)
Sharm El Sheikh Inter-Continental, Egypt, Food and Beverage Manager / Pre-Opening

Britannia Inter-Continental London, Food and Beverage Manager
George Inter-Continental Edinburgh, Food and Beverage Manager
Britannia Inter-Continental London, Assistant Food and Beverage & Banqueting Manager

EDUCATION AND QUALIFICATIONS

Ecole hôtelière de Lausanne, Winter Management Course

Cornell University, Planning for Profits and Leadership to Create Potential

Wine and Spirit Education Trust, Higher Certificate in Wines and Spirits

Robert Gordon University, Aberdeen
Degree: BA in Hotel, Catering and Institutional Administration (CNAA)
Award Gained: Final Year Prize, Catering and Accommodation Studies

ACHIEVEMENTS

School Prefect / Football and Tennis Captain
Chairman University Social Committee
Chief Scout Award

OTHER SOCIAL AND COMMUNITY ENGAGEMENTS

British Chamber of Commerce Thailand board member since 2012 / Vice Chairman 2017-2019
Vice Chairman of Abu Dhabi Rugby Club
Committee Member of the St Andrew's Society, Abu Dhabi
Chieftain of the St Andrew's Society, Bangkok 2016 / 2017, Committee to date
Member of La Chaine des Rôtisseurs
Bangkok South Rotary Club

REFERENCES

Professional:

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